

<b>Report Title</b>		Report RL 13/07/2015 - 05
LA Support Update		
<b>Report by</b>	Antony Buchan	
<b>Job Title</b>	Head of Programme	
<b>Date of meeting</b>	13 July 2015	

<b>Summary</b>
This paper presents an update on local authority support activities relating to the three of Resource London's programme areas (Service Reviews, Income Generating Services and Development and Innovation) inline with the Resource London programme delivery plan.

<b>Recommendation</b>
<ul style="list-style-type: none"> <li>To note activities relating to local authority support across the Service Reviews, Income Generating Services and Development and Innovation work areas;</li> <li>To note that up to £40,000 of match funding has been secured from LEDNET to support research opportunities of strategic importance;</li> <li>To provide some guidance on which research opportunities to work up into proposal to co-fund with LEDNET.</li> </ul>

<b>Risk Management</b>	
<b>Risk</b>	<b>Action to mitigate risk</b>
Resource London does not achieve recognition or traction with it support offering with London waste authorities.	Significant engagement with waste authority officers has been achieved through attendance at the various networks (LEDNET, ALCO and LROG) as well as holding a number of service review meeting. Officers are now working up a number of bespoke support offerings for individual waste authorities.

<b>Implications</b>
<b>Legal</b> N/A
<b>Financial</b> Resource London has a total budget of £2.5 million for 2015/16 and an outline budget approved by the Partnership Board. However spend will be fluid throughout the year on all workstreams and subject to changes depending on when projects are delivered and when boroughs come forward to take advantage of the offerings. The spend against forecast is therefore subject to variations.

<b>Equalities</b> None	
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## **PART I – NON-CONFIDENTIAL INFORMATION**

### **Supporting Report**

#### **Why the paper is being presented**

To provide the Partnership Board with a progress report against programme output indicators.

#### **Report**

##### ***Format***

*Each work area of the LA support programme is detailed below. Each section is prefaced by a table showing the relevant Output indicator(s) for that work area with a colour coded (traffic light) progress update with three numbered columns denoting the three remaining Partnership Board meetings in 2015/16 (where column 1 related to progress at this meeting – 13/07/2015).*

##### **Service Reviews**

<b>Output indicator</b>	1	2	3	
By November 2015 carry out preliminary review meetings with all 33 boroughs.				
To identify opportunities to conduct detailed service reviews with at least six waste authorities.				

##### **Borough preliminary review meetings**

Officers have prioritised London boroughs for the initial phase 1 service review meetings. The prioritisation is based on analysis of current performance; contract arrangements incl. recent or planned service change; indicators i.e. near neighbour analysis; support received including efficiency review findings; identified gaps in service provision, political will and Return on Investment (ROI) potential in terms of performance improvement. In order to facilitate these meetings and so that the waste authorities have one point of contact at Resource London (RL) for support, the authorities have been split between the two LA support managers as shown at appendix 1.

As of 30 June, meetings have been held or are scheduled with all priority one authorities and a number of priority two authorities. Meetings are held with the Director or Assistant Director and Head of Service/Waste Manager and are an opportunity to introduce the Resource London programme and to discuss individual authority priorities, critical service issues and potential RL support opportunities. As a result of these meetings a number of support opportunities are being explored (see part 2).

Service reviews

No new service reviews have been commissioned to date, however support agreements are being scoped with a number of authorities. Most notable of these relates to considerations for the introduction of separate food waste collections in three boroughs currently without this service.

**Income Generating Services**

Output indicator	1	2	3	
Investigate and develop proposals for the improvement of local authority commercial waste and recycling services including through workable and expandable models for sharing back office services.				
Support at least two Authorities to secure best market price for their dry recycling through sustainable contracts.				
To provide support to at least one joint procurement of materials marketing contract.				
Supported at least two Authorities to enable them to reduce contamination				

Commercial waste options project

In alliance with the RL programme LWARB intends to offer practical assistance to interested London Boroughs to improve their commercial waste services. The objective is to help authorities to grow revenues and improve recycling performance. LWARB is funding the current phase of work (through a contract established through the Efficiencies programme) which involves the development of an Outline Business Case for the establishment of a stand-alone, not-for-profit company to support Local Authorities by providing the best commercial waste sales, marketing, and business management services at low cost.

LWARB is engaging with authorities across the capital to discuss the project, to test the level of interest and to identify potential partners; as much as possible this is being coordinated with the preliminary service review meetings. More information is provided at appendix 2.

WEEE

LWARB has recently conducted research on the market opportunities for WEEE handled by London's waste authorities (which is estimated to be c.17,000 tonnes per annum from HWRC and bulky collections). Based on the conclusions of that research and following initial discussions with a number of waste authorities, Resource London is looking at opportunities for increasing collection, reuse and recycling and getting better value from the London WEEE stream.

Based on the recommendations from the research, officers are currently preparing a questionnaire to go to waste authorities in July to explore the appetite to increase collection, reuse, recycling and value for waste authorities.

One of the opportunities that RL is considering is a city-wide Producer Compliance Scheme (PCS) contract that generates economies of scale and

strikes a better deal for London, bringing in additional investment such as communications or infrastructure that can support London in reaching its targets.

Depending on responses to the questionnaire, RL will develop a business case for the joint procurement of a PCS contract, analysing its risks, implications and potential benefits for both individual authorities and London.

Clinical Waste

In early 2014 the NHS appointed a waste management company (Anenta Ltd) to review clinical waste collection practices, contracts, pricing and compliance with statutory obligations for GP's and Pharmacies. The aim of the project was to:

- ensure that the correct clinical waste was being collected by the correct organisation;
- to ensure that as far as possible the communication with service users is joined up between the organisations so it is clear who they should be contacting for their collections as well as what is classed as clinical waste; and
- to set up a framework collection contract that NHS England could utilise in order to make efficiency savings and increase levels of compliance and contract performance (local authorities will also be able to access this).

In order for Anenta to deliver the project RL is supporting them to liaise with all London boroughs to inform them of the project and to work with them to ensure that clinical waste is being collected by the appropriate organisation (either the NHS or the local authority).

RL is working with Anenta to identify opportunities the collection framework may have for boroughs, around partnership working and efficiency savings.

**Development and Innovation**

Output indicator	1	2	3	
To have a training an upskilling programme (which is based on need and demand) operational.				
To identify two viable opportunities for the urban recycling pilots by July 2015.				
To identify potential research opportunities, including those with the London Environment Directors Network				

Workshop and Surgery programme

The programme of workshops and surgeries for 2015/16 is being finalised. The purpose is to provide a programme for decision makers in Local Authorities, so that officers can use their learning to bring about change and improvement.

The workshop topic areas already confirmed are optimising food waste (15 July) and materials sales (8 December) with the potential to deliver these a second time before March 2016 if there is demand.

In addition RL is currently looking into the potential of developing more bespoke 'surgery' sessions providing officers with more intensive one to one support. The first surgery is likely to focus on contamination, following on from the February workshop (under the Efficiencies Programme) which targeted authorities with contamination issues. In addition the service review meetings have highlighted a continued need for more in depth support. The surgery would work through the causes and issues and then develop an action plan for tackling them (this may include communications and other support from RL). The borough would then receive a follow up visit 6-8 weeks after the surgery to progress the action plan and identify any further RL support.

#### Recycling Managers Training

Resource London is currently considering and consulting with authorities on the value of offering a Recycling Managers Training course for officers (similar to the course previously run by WRAP). The aim of the training would be to provide decision makers with the knowledge and skills to improve performance in their waste and recycling services, the course content would be tailored to London.

#### Routemap to 2020

RL has commissioned an analysis of individual waste authority performance and local conditions to better understand the impact which different waste and recycling collection scenarios have on recycling rates and the impacts these have on Mayor of London's 50% target for local authority collected waste recycling by 2020. The analysis will help inform support mechanisms for Local Authorities in London that can be developed into RL work programmes. The scope for this work is attached at Appendix 3.

#### Dense Urban Recycling Project

Written Resolution approval was received on 11 June for RL to invest £105,655 of funding (from the WRAP allocation) toward the total budget for this project of £480,250 for 2015/16. WRAP is currently developing the ITT.

#### LEDNET research

On the 8 June officers presented to LEDNET a number of research opportunities and proposals for LEDNET with RL to continue and develop an existing relationship of co-funding research through a more formal relationship (Appendix 4). LEDNET agreed to commit an annual research budget of £40k (to be reviewed annually) to co-fund with RL research projects of strategic importance to London boroughs. Officers will formalise the this programme via a MOU with LEDNET.

The paper presented to LEDNET on the 8 June is attached at appendix 4.

#### Leaves

The Surrey Waste Partnership (SWP) has been in contact with London waste authorities (via ALCO) and the Waste Network Coordinators regarding the 2013 the Environment Agency (EA) guidance prohibiting the use of autumnal street

swept leaves from being used as part of feedstock to make 'Quality Compost' to measure local authority appetite to challenge it. This guidance has had a significant impact on recycling rates for a many local authorities including a number of London authorities, and SWP are seeking to challenge the validity of the EA's research underpinning the guidance and thereby the guidance itself.

Given the potentially significant implications for London borough recycling rates RL has offered to coordinate London involvement and have agreed the following actions with the interested partners (WNC and SWP):

1. The WNC members will peer review the SWP study;
2. SWP, WNC and RL will then meet with the EA to discuss the report;
3. WNC and RL will survey the English and London waste authorities respectively to gauge the impact of this change in legislation on their services.

A meeting is then scheduled for 23 July assuming which Resource London is hosing with interested authorities, the EA and CIWM.

#### Joint JWDA meeting

Following the successful meeting of the JWDA's earlier in the year officers are trying to arrange a date to convene a second meeting of this group.

#### **Further information**

Appendix 1: Key account managers  
Appendix 2: commercial waste options project  
Appendix 3: Routemap to 2020 scope  
Appendix 4: LEDNET research paper

## **PART 2 –CONFIDENTIAL INFORMATION**

**This section is considered confidential under article 18.3 of the London Waste and Recycling Board Order (2008) as it contains commercially sensitive information.**

#### **Recommendation**

- Members to note the information detailed within the following report.

#### **Service Reviews**

As of 1 July, meetings have been held with 9 authorities and details of these meeting are below:

### Barking and Dagenham

- *Key driver* in addition to saving money is minimising waste
- *Key issues*
  - Reducing waste – especially given background of population growth
  - Industrial relations (recent strike)
  - Poor flats performance and growth in number of flats
  - Contamination
  - Green waste – budget cuts mean that B&D looking at charging models
  - Private rental market – poor waste management
  - ELWA contract.
- *RL opportunities*. Potential areas for support in:
  - Developing new garden waste charging model
  - Remodeling their communal bin / flats service
  - Developing guidelines and models for improving waste management practices within the private rented housing sector
  - LFHW – ELWA going to be 1<sup>st</sup> sub region.

### Barnet

- *Key drivers* are saving money, increase performance and maintaining/growing customer satisfaction.
- *Key issues*
  - Improving food and dry waste performance – 36% and 15% remain in the residual bin respectively
  - Consideration to restricting residual waste
- *RL opportunities*
  - Offered for RL to be a critical friend for the drafting of their municipal waste management strategy to 2030 (Goes to members in September, consultation December and adoption early 2016)
  - Explore opportunities for service review, especially around alternate week collections and improving food waste and flats dry recycling.

### Newham

- *Key driver* is saving money (currently putting together money saving proposals to go to the Mayor/Cabinet)
- *Key issues* are:
  - Lowest recycling rate in London
  - Contamination of dry recycling – 40%
  - Reducing waste – especially given background of population growth
  - Fly-tipping.
- *RL opportunities*
  - Assistance on reducing contamination (this will probably be through the surgeries and potentially communications support)
  - LFHW – ELWA going to be 1<sup>st</sup> sub region
  - Offered for RL to be a critical friend for the Mayor/cabinet paper

and strategy. They will let us know if they want our input.

#### Hackney

- Key drivers are saving money, increasing recycling and decreasing residual waste.
- Key issues
  - Increase in population, flats, housing density
  - NLWA levy costs
  - Improving yield of recycling from flats which make up 80% of housing. (They've undertaken a lot of detailed monitoring and have tested out different interventions)
  - Changing bulky waste collection policy.
  - Restriction of kerbside residual
  - Member cynicism
- RL Opportunities
  - Offered for RL to be a critical friend for the waste and recycling action plan (to go to members in the Autumn). Hackney said they'd let us know if they wanted our input. They have money set aside for assistance from consultants, especially on modelling.

#### Hammersmith and Fulham / Kensington and Chelsea

- Key drivers saving money and increasing the recycling rate to drive down the costs of the service
- Key issues
  - recycling rate has gone down in both boroughs but more so in H&F.
  - Both boroughs removed bring banks
  - Officers think there have been lots of negative messaging on recycling around the region i.e. trying to get residents to do the right thing. Contamination has come down but so has the recycling rate
  - Officers consider there is an element of green fatigue
- RL Opportunities
  - A support offer has been sent to the Bi-borough to support the following areas:
    1. Reviewing the previous removal of bring banks in both boroughs;
    2. Communications support; and
    3. Introducing a separate food waste collection – this will be completed with the work begin delivered for Wandsworth as part of the tri-borough scoping study

#### Hounslow

- Key drivers: The Council has brought their target to recycle 50% forward one year to 2019
- Key issues
  - rolling out 140ltr wheeled bins with the intention of going fortnightly refuse in November 2016 to coincide with the end of their Sita

- contract.
- existing food waste service is underperforming in terms of participation, capture rates and tonnages
- RL Opportunities
  - Support proposal sent looking at the following areas:
    1. Understanding the current performance of the food waste service and as a result increase participation;
    2. Understanding the current performance of the new wheeled bin service and optimising its potential to reduce waste arisings and increase recycling ; and
    3. Communicating the introduction of fortnightly residual and potential change to kerbside

#### Lambeth

- Key drivers: committed to driving up recycling and hitting the 50% target by 2020. There is a manifesto commitment to increase recycling
- Key issues
  - Commercial waste: both illegally dumped waste and encouraging businesses to recycle more
  - Food waste on kerbside has 60% participation but a recent waste composition analysis demonstrated there is still a high volume of food in residual
- RL Opportunities
  - Optimising the food waste service

#### Wandsworth

- Key drivers: saving money, increasing recycling
- Key issues
  - 8% point decrease in last 3 yrs - 4/15 rate is thought to be about the same as last year
  - Global savings target of £60mil by 2017 but wont increase council tax
  - Wheeled bin containment not an option
  - Offices feel the drop in recycling over the past two years is due to drop in paper available for recycling and the change in the MRF
  - Council is joining with Richmond for savings and will have a shared management system
- RL Opportunities
  - Support proposal sent looking at the following areas:
    - Improving the yield of existing collections;
    - Introducing a chargeable garden waste collection;
    - Introducing a separate food waste collection – this will be completed with the work begin delivered for H&F and K&C as part of the tri-borough scoping study; and
    - Restricting residual waste.

A project scope has been agreed and support agreement is being finalised.

### Waltham Forest

- Key drivers:
  - Decrease residual waste
  - Increase quality and quantity of recycling
  - Reduce costs
- Key issues
  - Improving performance on estates. This will see a big push in next 6-12 months through:-
    - rolling out food waste to some through DCLG funding
    - improving dry recycling provision
    - introducing an incentive and communication campaign
    - trailing ways to reduce contamination
    - looking at opportunities for decreasing residual waste
  - Growth in development of flatted developments.
  - Reducing residual waste arisings.
- RL Opportunities
  - Developing an implementation plan for introducing changes to the bulky waste service (to meet a savings target) – recommendation from phase 2 efficiency review
  - Modelling the impact of reducing residual waste container capacity – extension of phase 1 efficiency review
  - Assistance in introducing improvements to the planning process for flatted developments.
  - Exploring models for improving waste management practices within the private rented housing sector (likely to be a more London-wide opportunity given interest from at least two other boroughs who also have licensing schemes).

In July, RL have meetings arranged with the following authorities:

- Westminster
- Lewisham
- Tower Hamlets
- Havering

## Appendix 1 : Resource London Waste authority key account managers

<b>Beverley</b>	<b>Gemma</b>
Bexley	B&D
Brent	Barnet
Bromley	Camden
City	Croydon
Ealing	Enfield
Greenwich	Hackney
H&F	Haringey
Harrow	Havering
Hillingdon	Islington
Hounslow	Merton
Lambeth	Newham
Lewisham	Redbridge
Richmond	RBKuT
RBKC	Sutton
Southwark	Tower Hamlets
Wandsworth	Waltham Forest
Westminster	ELWA
WLWA	NLWA
WRWA	SLWP

# An Outline Proposal for Growing London Authorities' Commercial Waste Services

## Executive summary

LWARB intends to offer practical assistance to interested London Boroughs to improve their commercial waste services. The objective is to help authorities to grow revenues and improve recycling performance.

An outline proposal has been prepared which describes an approach that LWARB is exploring to provide management services to interested Local Authorities (LAs).

Under these proposals a stand-alone, not-for-profit company would be set-up to support LAs by providing the best possible commercial waste sales and marketing, and business management services at low cost.

### The Outline Business Case

LWARB is funding the current phase of work which involves the development of an Outline Business Case (OBC). This has three work streams:

1. **Service user demand:** Is there sufficient LA interest to justify further work;
2. **Legal:** How should arrangements best be structured to meet the project's objectives; and
3. **Outline financial model and business case:** How do the financial flows work in principle and does the available evidence support the principles.

The OBC is expected to be ready for consideration by in early autumn 2015.

### Understanding Service User Demand

The project needs LA support to proceed beyond the OBC stage, specifically:

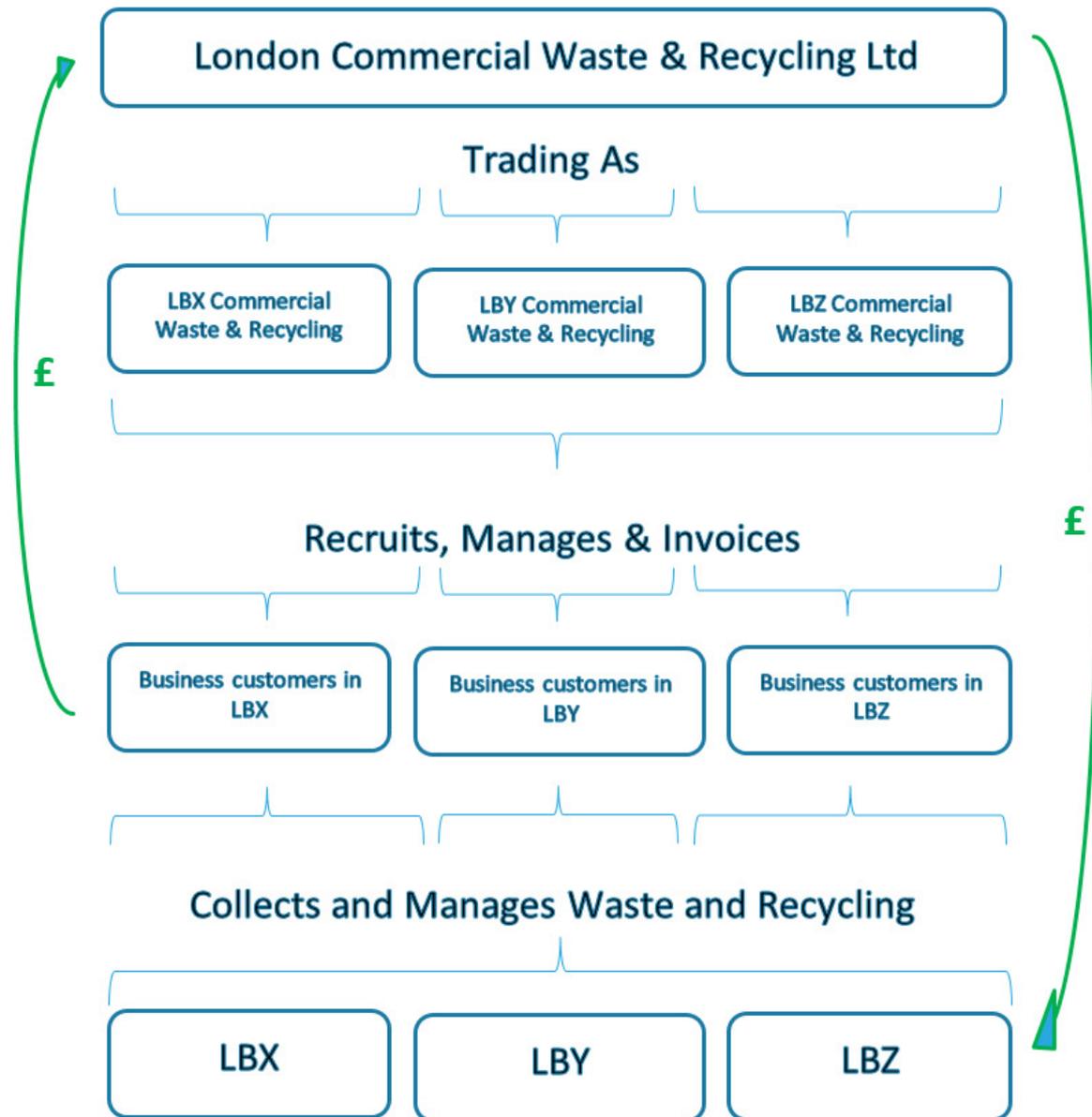
1. A good level of general LA interest across the capital.
2. A high level of interest amongst 3-5 'Partner Authorities' (PAs) which wish to actively (but not financially) support the further development of the project.

### Next Steps

LWARB is engaging with authorities across the capital to discuss the project, to test the level of interest and to identify potential partners.

## Envisaged Structure

At this stage all project details are provisional, pending discussions with possible PAs. The following structure diagram describes current thinking.



# Resource London

## 2020 Routemap project

### **Brief:**

An analysis to allow Resource London to understand the impact which different waste and recycling collection scenarios would have on the recycling rate for London, when the impact would occur and the associated costs.

### **Aim:**

To use the analysis to help inform support mechanisms for Local Authorities in London that can be developed in work programmes by Resource London.

### **Task:**

The tasks involved in the project are:

1. Understanding individual waste authority performance and the local conditions that underpin that performance;
2. Updating the modelling assumptions with further London specific data;
3. Updating the earlier 2020 scenarios taking account of scenarios modelled as part of the Mayor's Municipal Waste Management strategy (Chapter 3);
4. Identifying which areas offer the greatest opportunities to improve recycling performance;
5. Ranking the likely success rate of each of the scenarios (with agreed criteria)
6. Undertaking projections over time which includes for local factors enabling or inhibiting the preferred scenarios to determine how and when key scenarios should be implemented;
7. Identifying a list of possible measures which could encourage the necessary changes;
8. Establishing what realistic and achievable performance targets might be up to 2020; and
9. Discussing the potential to achieve the Mayor's and the national recycling targets.

### **Deliverables:**

The key deliverables will be:

- Assumptions log – details all assumptions and scenarios used in the analysis. Provides links to reports and summary notes.
- Slide pack detailing the draft results – charts constructed in agreement with RL staff to present the draft results. The format and content of the slides and charts will be designed so that they can be used by RL staff to share with key stakeholders as necessary.
- The output spreadsheets of the model will be supplied. Summary report – a report which summarises the project and outputs, details the impacts of the scenarios from the respective interventions, highlights the performance potential from London and each London borough, details the optimal timings for implementation to meet the target and summarises the types of measures that may be required to initiate the intended changes.

### **Scenarios:**

A range of scenarios will be agreed to be included in the analysis. A workshop will be convened by to agree the scenarios with Resource London staff. It is anticipated around 10 key scenarios will be included in the analysis since a wider range was undertaken in October 2014 which helped to inform scenarios which have more or less impact on the recycling rate.

The scenarios are focussed at a local authority level. The analysis will detail the tonnage outputs from scenarios but not the specific regional infrastructure requirements within this analysis. The analysis will assume that there is infrastructure available to treat dry recyclables, organics at a regional/national level.

A range of blockers and enablers will be included into the model designed to influence when the scenarios could be adopted by London boroughs. The blockers (measures which constrain the adoption of the new scenarios) will be defined at a key milestone (w/c 22/6/15). The enablers (measures which enable the adoption of new scenarios to happen) will be determined at the point of generation of the draft results and discussed in the main report.

**Outputs:**

The following outputs will be provided:

- Recycling rates and tonnages for each scenario and each L.A.
- Financial cost (able to be broken down into elements such as costs to the LA (e.g collection costs, and could include sorting, treatment, disposal fees). Costs can be presented at £/hh, £/tonne and £/percentage point increase)
- Timeline of implementation – this will be further developed in the accompanying report that will look at the enablers to allow scenarios to happen. The timeline is based on financial year with 2020/21 chosen to represent 2020.
- Discussion of measures constraining the adoption of new scenarios and suggestions of measures to overcome them.

<b>Title</b>		
<b>LEDNET : closer working with LWARB (Resource London)</b>		
<b>Report by</b>	Antony Buchan	
<b>Job Title</b>	Resource London – Head of Programme	
<b>Date of decision</b>	LEDNET Meeting 8 June 2015	

**Summary**

This paper:

- introduces Resource London - the jointly funded LWARB and WRAP London Waste Authority Support Programme for April 2015 and beyond;
- details specific co-funding opportunities between Resource London and LEDNET; and
- makes a proposal for the commitment of LEDNET funds to co-fund with Resource London research projects of strategic importance to London boroughs.

**Recommendations**

- Note the development of London Waste Authority Support Programme for 2015/16, branded 'Resource London';
- Note the alignment between LEDNET and Resource London's objectives and identified opportunities for the delivery of strategically important research; and
- Agree for LEDNET to commit an annual research budget of £40k to be reviewed annually to co-fund with Resource London such projects of strategic importance to London boroughs.
- To nominate and delegate to a named LEDNET representative to agree terms of a funding agreement between LEDNET and Resource London.

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**Discussion**

There is an opportunity for LEDNET and LWARB, through Resource London to continue to optimise their funds by developing a closer working relationship. It is proposed that LEDNET commit an annual budget of £40k up to 2020 (to be reviewed annually). This funding would be managed through a funding agreement between LEDNET and Resource London to co-fund projects where there is strategic alignment. As detailed below, Resource London has a budget of £2.25 million for 2015/16 and an ongoing commitment from LWARB of £1.5 million for each year to 2019/20.

If LEDNET agree to the proposal to commit funds, it is proposed that individual project proposals could then be brought forward by either LEDNET or Resource London, with projects managed and procured by Resource London, but guided through a steering group with LEDNET representation / chair. A number of potential research opportunities are detailed below.

Collectively LEDNET and Resource London would also look to work with other national partners such as the Waste Network Coordinators (WNC), such as continued work in relations to the Waste Regulations.

**Background**

This paper follows a paper presented to LEDNET on the 8 December 2014 which outlined opportunities for LWARB and LEDNET to work together more closely and a follow-up meeting on 9 March between Chris Lee (LEDNET Chair) and Jamie Blake (LEDNET), Wayne Hubbard (LWARB COO) and Antony Buchan (Resource London Head of Programme) to discuss the specific opportunities to co-fund research of strategic importance to London Boroughs.

LEDNET and LWARB have an established track record of joint working. This developed from Lyn Carpenter's membership of the LWARB Efficiencies Committee, whilst she was chair of LEDNET. In addition, LWARB and LEDNET worked together to develop, and were the main funders of, the Waste Regulations Route Map. LWARB and LEDNET also co-funded the development of guidance to planners and developers for sustainable waste management solutions in new high density developments.

Both these projects were project managed and procured by LWARB but overseen by steering groups with LEDNET involvement. Both projects, whilst dealing with issues that are of strategic concern to London, have national significance and have been very well received.

In addition LWARB has a record of both commissioning its own research (such as the current material flow of WEEE in London and the opportunities for increasing its collection, re-use and recycling) and up weighting national research to provide better information for London (such as the WRAP national

Barriers to Recycling research and the Defra C&I waste survey).

### Resource London

LWARB and WRAP have entered into a jointly funded partnership “Resource London” to deliver a new programme of support for London waste authorities from April 2015 and beyond.

The Partnership creates a one agency approach for London waste authorities providing specific, focused and tailored regional and local support. The new programme has been branded ‘Resource London’ in order to provide it with a distinct identity.

The objective of the Programme is that by 2020, London will have more consistent and more efficient waste and recycling services that:

- achieve the Mayor of London’s target that London recycles 50 percent of local authority collected waste by 2020;
- make an effective contribution to the Mayor of London’s CO2 emissions performance standard, and
- are able to make a significant contribution towards the UK achieving its 50 percent household waste recycling target in 2020.

Resource London has been operational since April 2015 and is delivering a programme of work designed around maximising the impact of the support provided to London waste authorities by focussing on:

- minimising the amount of waste produced by households within London and maximising re-use. This includes a significant commitment to a tailored London Love Food Hate Waste campaign;
- improving the capture of unavoidable food waste;
- improving the yield of dry recycling from flats; and
- increasing the quality of dry recycling to maximise income and service performance.

This support is being delivered through four work streams:

1. Service reviews – providing single or multiple waste authorities with support in developing and managing their service to drive efficiency whilst maximising recycling performance.
2. Income generating services – providing support to improve and develop services which can generate income for waste authorities including generating best value from material sales contracts and developing income generating services such as commercial waste within receptive waste authorities.
3. Behaviour Change – Delivering borough level and London wide

communications support under the Recycle for London campaign and a London tailored Love Food Hate Waste campaign.

4. Innovation and development – Developing expertise within waste authorities to reduce identified skills gaps and enable progressive solutions to be implemented through research and best practise.

Resource London is governed through a Partnership Board comprising:

- Cllr Clyde Loakes (chair) – LWARB,
- Wayne Hubbard – LWARB
- Marcus Gover – WRAP
- Niall Bolger – the Chief Executives London Committee (CELC), LB Sutton; and
- Carolyn Dwyer – London Environment Directors' Network (LEDNET), LB Lambeth.

For 2015/16 Resource London has a budget of £2.25 million (inclusive of staffing, administration and delivery) comprising a £1.5 million from LWARB and £750,000 from WRAP.

### **Research opportunities**

A number of research opportunities have been identified and discussed with LEDNET:

- Tackling flats recycling – a number of pieces of follow on research were identified through the development of the waste management planning guidance for flatted properties:
  - Investigate retrofit options for existing developments to increase recycling – Research is needed to identify practical methods to install/retrofit effective waste separation and recycling systems for existing developments that do not have sufficient methods in place. This could be done on the basis of categorising challenges to recycling into broad groupings e.g. building style and infrastructure design.
  - Waste management guidance for houses split into flats – Guidance is needed for developers converting single dwellings into multi occupancy properties to incorporate appropriate waste management and recycling solutions.
  - Business case and financing model development for innovative recycling solutions – Research is needed to encourage developers to install innovative waste management systems that promote high levels of recycling. One of the barriers to this at present is the economic viability associated with their installation. At present the business model for developments

does not allow for such systems and work is needed to consider funding models which might unlock up-front capital investment in innovative infrastructure.

- WEEE collection opportunities – Development of a business case for a London-wide Producer Compliance Scheme (PCSs) contract for the collection and treatment of municipal WEEE.

WEEE is one of the fastest growing waste streams. Earlier this year, LWARB conducted research into the opportunity, brought about by the recast of the WEEE Directive, for local authorities to retain responsibility for treatment of WEEE collection streams and as a result, generate an income out of this waste stream. The research showed that London waste authorities only handle 8% (16,880 t per year) of the WEEE generated in London, through their bulky waste/HWRCs. The research also found that London waste authorities could potentially benefit from a citywide PCS contract, that generates economies of scale and strikes a better deal for London waste authorities, bringing additional resources in communications or infrastructure that can support them in reaching their recycling targets. This research would involve exploratory work to develop the business case for a joint procurement of a PCS contract analysing its risks, implications and potential benefits for both individual authorities and London as a whole.

- Route Map to 2020 – An analysis to allow decision makers to understand the impact which different waste and recycling collection scenarios would have on the recycling rate for London, when the impact would occur and the associated costs. This could include establishing the rationale for harmonisations including a cost benefit analysis of harmonising services and which services provide the greatest opportunity, and what effect harmonisation would have on capture and quality of recycle.
- LFHW Values – the LFHW campaign has concentrated to date on the main motivational messaging – saving money and helping the environment. There is increasing evidence to suggest that helping people to value their food from farm to fork, will help to reduce food waste and improve health. Greater research is needed into this area to understand how motivational messages and solutions, based on helping people to reconnect with food and value it, could work with target audiences across London. This could include detailed qualitative and quantitative research, testing and insights – building on our extensive evidence base on public behaviour, attitudes and motivations to provide the foundation for successful long term impacts.
- Communications research – given London's high rate of transiency, what are the most effective communications methods? Is their scope

for a shared London look and feel?

- Waste composition analysis – there are a variety of studies available but no conclusive London study. There may be a role to do some form of meta study, perhaps supplemented by primary research.

In addition, as already mentioned, LWARB has a record of up weighting national research and we will continue to seek appropriate opportunities to do this through Resource London. Currently, this includes:

- Dense urban recycling – in 2015 WRAP will be conducting national research to identify good practice in recycling services in dense urban areas. Including consumer research to better understand the barriers to residents in urban properties recycling more at home. The project will include the development, roll out and monitoring of a number of pilots which will aim to demonstrate how recycling in dense urban areas can be maximised through good scheme design and therefore contribute towards recycling targets. Resource London will be up weighting this for the capital.